

Main Indicators – Crop Year

24'25

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Governance & Economic Dimension

Board Type

	Name of members	Number of members
Supervisory Board	Independent directors	2
	Other non-executive directors	6
	Employee representatives (if not applicable, please leave the field empty)	0
Management Board/Executive Management	Senior Executives	6
Total size of both boards		14

Board Gender Diversity

Number of female directors	3
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Board Accountability

	Indicators/measures	
Board Meeting Attendance	Average board meeting attendance	100%
	Minimum of attendance for all members required, at least (in %)	66.6%
	Number of non-executive/ independent	6

Board Mandates	directors with 4 or less other mandates	
	Please provide the names of these directors:	Nelson Roseira Gomes Neto, Huibert Hans Vigeveno, Anna Mascolo, Brian Paul Eggleston, Luciana de Oliveira Cezar Coelho and Sonat Burman-Olsson.

Reporting on Breaches

Reporting Areas	Number of breaches in FY2023	Number of breaches in FY2024
Corruption or Bribery	36	59
Discrimination or Harassment	61	70

Contributions & Other Spending

Currency: BRL – Brazilian Real	2023	2024 ¹
Trade associations or tax-exempt groups (e.g. think tanks)	R\$15,797,942.97	R\$12,500,000.00
Lobbying, interest representation or similar	0	0
Local, regional or national political campaigns / organizations / candidates Percentage of operations	0	0

Other (e.g. spending related to ballot measures or referendums)	0	0
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Currency: BRL – Brazilian Real	2023	2024 ¹
Total contributions and other spending	R\$ 15,797,942.97	R\$ 12,500,000.00
BRL – Brazilian Real		
Data coverage (as % of denominator, indicating the organizational scope of the reported data)	100%	100%
percentage of: Operations		

¹ Raizen is currently conducting a review and update of its registry of associations and the respective financial contributions. As this process is still underway, the figures currently presented may not fully reflect the final and validated status with absolute accuracy.

Supplier ESG Screening

The Company adopts a systematic approach to supplier screening through the Critical Sustainability Categories Matrix (MCC), developed based on the FGVces methodology and publicly available in its Sustainable Procurement Policy. This matrix considers ESG (environmental, social, and governance) aspects, as well as the strategic relevance of the categories to the business, allowing suppliers to be classified according to their level of socio-environmental criticality. The MCC also incorporates risk assessments specific to each sector and type of commodity. The approval and continuous monitoring processes include reputational, legal, financial, labor, and human rights criteria, which reflect country-specific risks. The general conditions applicable to suppliers are updated in line with legislation and internal policies and are published on the Company's supplier website, ensuring transparency and broad disclosure.

KPIs for Supplier Screening

Supplier Screening	2024
Total number of Tier-1 Suppliers	4,830
Total number of assessed suppliers in Tier-1	4830

% of total spend on significant suppliers in Tier-1	100
Total number of significant suppliers in non Tier-1	1,569

KPIs for Supplier Assessment & Development

Supplier Assessment & Development	2024
Total number of suppliers assessed via desk assessment/on-site assessments	2,420
% of unique significant suppliers assessed	37.8%
Number of suppliers assessed with substantial actual/potential negative impacts	1,363
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	50
Total number of suppliers supported in corrective action plan implementation	1,363
Total number of suppliers in capacity building programs	1,665
Number of suppliers with substantial actual/potential negative impacts that were terminated	76

Tax Strategy and Governance

Raízen is committed to understanding, adhering to, and complying with tax legislation, including special regimes, in every jurisdiction in which it operates. In fulfilling its tax obligations, Raízen and its professionals will act with prudence, diligence, and professionalism, making decisions based on sound judgment and the best available information, while fully observing the company's rights as a taxpayer. Furthermore, Raízen is dedicated to complying with applicable Transfer Pricing laws and regulations, upholding the principles of fair competition, ensuring transparency in its transactions, and refraining from practices that artificially reduce the company's tax burden.

Effective Tax Rate

Financial Reporting Currency: BRL – Brazilian Real	2022	2023	2024
Earnings before Tax	3,263,580,000.00	1,612,088,000.00	-3,146,300,000.00
Reported Taxes	760,254,000.00	997,955,000.00	1,030,700,000.00
Cumulative acceptable adjustments	0	0	0
Effective Tax Rate (in %)	23.30%	61.90%	- 32.76%
Cash Taxes Paid	1,131,024,000.00	311,313,000.00	470,200,000.00
Cash Tax Rate (in %)	34.65	19.31	14.94

Information Security Governance

Our information security practices are discussed with Senior Management through the Audit Committee. As part of its responsibilities, the committee receives a quarterly report on updates related to Cybersecurity. This committee includes members of the company's Board of Directors.

Information Security Policy

Raízen has a public and comprehensive Information Security Policy that establishes clear guidelines to ensure the confidentiality, integrity, availability, authenticity, and non-repudiation of information. This policy covers cybersecurity practices, including

risk and vulnerability management, incident response, periodic penetration testing, as well as information classification and personal data protection, in compliance with the General Data Protection Law (LGPD).

As part of its commitments, the following stand out:

- Continuous improvement of cybersecurity through periodic control reviews, technology updates, penetration testing, and external maturity assessments;
- The ability to monitor and respond to cyber threats, supported by an infrastructure with multi-factor authentication, use of machine learning for anomaly and suspicious behavior detection, as well as the ongoing operation of the Security Operations Center (SOC);
- The establishment of individual responsibilities, under which employees and third parties have a formal duty to safeguard information security and report any incidents or policy breaches through official CSIRT channels or confidential channels, such as Internal Audit;
- The assignment of contractual responsibilities to business partners, such as suppliers and service providers, who must meet specific information security and data protection requirements in accordance with contractually defined clauses.

Information Security Management Programs

Raízen's Information Security Program is a comprehensive framework of initiatives, controls and structured processes that ensure the continuous protection of digital assets and reinforce the company's resilience against cyber threats. Its scope includes:

- Regular reviews of cybersecurity controls, technology upgrades, penetration tests (pentests) and external maturity assessments to evaluate Raízen's Cybersecurity maturity to remain aligned with industry best practices and foster continuous improvement.
- Threat monitoring and response through the use of machine learning to detect anomalies and suspicious behavior, supported by the continuous 24x7 operation of the Security Operations Center (SOC).
- Provides official channels for employees and third parties to report Cybersecurity threats or policy violations.
- Designs and tests IT Disaster Recovery Plans (DRP) to ensure business continuity in adverse scenarios, safeguarding the company's operational resilience.
- Vulnerability management through regular technical and process-based assessments, with prioritized remediation to reduce exposure risks.
- Periodic internal audits of IT and Information Security infrastructure, focusing on key risks such as access management, vulnerabilities, privileged accounts, logging, and compliance with defined controls.

- Periodic independent external audits, validating the effectiveness of controls and confirming compliance with recognized information security frameworks such as ISO 27001, NIST, and CIS Controls.
- Continuous employee training through the “Guardião Program”, which offers classroom and online courses, awareness campaigns, phishing simulations, and crisis exercises in collaboration with technical teams.
- Report critical incidents to the Audit Committee, reinforcing the company’s transparency and commitment to corporate responsibility and information security governance. Additionally, Raízen maintains a transparent approach with its stakeholders. Critical incidents are reported to the Audit Committee, demonstrating its commitment to corporate responsibility and governance in information security.

Product Quality Management

At Raízen, quality management is a strategic pillar essential to ensuring the safety, compliance, and excellence of the products and services we offer. With robust systems integrated into operations, the company takes a preventive and analytical approach, fostering continuous improvement and alignment with national and international technical standards. The quality culture is promoted through training, audits, certifications, and formal communication channels with customers and stakeholders.

Quality in EAB Operations

In the Ethanol, Sugar, and Bioenergy (EAB) operations, Raízen maintains a strong quality management system focused on defect prevention and the delivery of safe and reliable products. Quality control processes are carried out through analytical procedures based on technical standards and advanced technologies. Internal audits are conducted periodically in accordance with internal procedures, which establish guidelines for evaluating process compliance with the quality management system and current certifications, such as ISO 9001, FSSC 22000, Kosher, Halal, Non-GMO, as well as sustainability certifications like Renovabio, Bonsucro, and ISCC.

Additionally, for products intended for direct food consumption, critical control points are managed through HACCP plans, and employee training is promoted through programs designed to disseminate concepts aligned with the Quality and Food Safety Policy. For customers and other stakeholders, Raízen provides the official service channel sac.servicoaocliente@raizen.com, which serves as the formal mechanism for registering and handling product quality-related complaints.

Quality in Fuel Distribution

In fuel distribution, Raízen operates a highly structured quality management system integrated into its operations, with a focus on safety, traceability, regulatory compliance, and operational excellence. The “100% Quality” program is a strategic initiative that promotes a quality culture through events at airports and resellers, hands-on training, operational and laboratory inspections, and engagement with stakeholders — including customers, public agencies, and service providers.

Operations follow strict procedures based on national and international standards

(ISGOTT, ABNT, ASTM, API), with controls at every stage of the supply chain: receiving, storage, blending, dispatch, and delivery. Meters are periodically calibrated according to the Operational Practices Manual (MPO) and Inmetro standards, ensuring volume traceability. Automated loading ensures precision in blending ratios and additive products.

Quality is monitored through compliance bulletins (RANP 828/2020), witness samples (RANP 44/2013), biodiesel and ethanol content tests, tank drainage and maintenance according to the corporate schedule and ANP resolutions, as well as random inspections (spot checks) on 1% of daily loadings. Complaints and inquiries are handled via the Shared Services Center (CSC), with direct referral to the responsible technical focal point. The absence of product recall history reinforces the robustness of Raízen's controls and its reputation in the sector.

Recall History

Raízen continuously monitors the quality of its products and maintains strict controls to prevent deviations that could result in recalls. In the past four fiscal years (2021 to 2024), no product recalls were recorded, demonstrating the effectiveness of the company's quality control and management processes.

Recall History (FY 2021–2024)

Fiscal Year	Amount of recalls	Amount of products recalled (tonnes)
FY 2021	0	0
FY 2022	0	0
FY 2023	0	0
FY 2024	0	0

Environmental Dimension

Direct Greenhouse Gas Emissions (Scope 1)

Direct GHG (Scope 1)	Unit	2021	2022	2023	2024
Total direct GHG emissions (Scope 1)	metric tonnesCO2 equivalents	2,397,662.30	2,742,975.30	3,200,069.80	3,179,506.82
Data coverage(as % of denominator)	Percentageof: Operations	100%	100%	100%	100%

Indirect Greenhouse Gas Emissions (Scope 2)

IGHG (Scope 2)	Unit	2021	2022	2023	2024
Location-based	metric tonnesof CO2 equivalents	16,762.53	14,134.7	7,841.6	11,270.42
Data coverage(as % of denominator)	Percentageof: Operations	100%	100%	100%	100%

Indirect Greenhouse Gas Emissions (Scope 3)

IGHG (Scope 3)	Unit	2021	2022	2023	2024
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Total indirect GHG emissions (Scope 3)	metric tonnes of CO ₂ equivalents	49,207,627.34	54,049,929.11	60,389,906.15	51,262,476.19
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Carbon Intensity / Net Revenue

	2022	2023	2024
Carbon Intensity (tonCO ₂ e / BRL)	0.01238	0.01593	0.01360

Scope 3 Category	Emissions in the reporting year (Metric tons CO ₂ e)	Emissions calculation methodology and exclusions
Purchased Goods and Services	13,540.75	This category represents emissions from the area of burned sugarcane, use of fertilizers and corrective use by third parties. It follows the methodology of the GHG Protocol and uses the GWP factor of the IPCC 2013. This category of emissions represents approximately 0.01% of the company's scope 3, being a low impact value.
Capital Goods	-	Due to the long useful life of the capital goods involved in Raízen's processes, these were considered not relevant in view of the large number of sources of significant emissions considered in the annual period of the company's inventory
Fuel-and-energy-related-activities (not included in Scope 1 or 2)	82,937.71	This source accounts for the emissions from the production of the fuels

		that were used. It follows the methodology of the GHG Protocol and uses the GWP factor of the IPCC 2013. This category of emissions represents approximately 0.15% of the company's scope 3, being a low impact value.
Upstream transportation and distribution	282,022.53	This source accounts for emissions generated by the consumption of fuel intended for transport and distribution (Upstream). The methodology follows the standards of the GHG Protocol and uses the GWP factors of the IPCC 2013. This category of emissions represents approximately 0.1% of the company's scope 3, being a low impact value.
Waste generated in operations	5,963.15	This category accounts for emissions generated by operation waste, such as filter cake and vinasse. Follows the GHG Protocol methodology and uses the IPCC 2013 GWP factors.
Business travel	-	This category of emissions represents approximately 0.003% of the company's scope 3, being a low impact value. Due to this representation in the very small scope, this year we removed business travel from our Inventory.
Employee commuting	29,973.70	These emissions are related to the burning of fuels during employee transportation, follow the methodology proposed in the GHG Protocol and

		use the IPCC 2013 GWP factors.
Upstream leased assets	-	Not relevant, as all assets of the company only have emissions referring to the company's scope 1.
Downstream transportation and distribution	-	Not relevant, since today most of Raízen's logistics is carried out by third-party carriers hired by the company itself (which represent a very insignificant portion of the company's scope 3), therefore, emissions related to downstream transport and distribution would be low representativeness.
Processing of sold products	-	Today, emissions related to the processing of products sold are not considered relevant for the company due to their low representativeness in the final volume of fuels sold by Raízen and the diversity of processes for which this product can be raw material. The process to estimate these emissions would require a large amount of information external to the company for low volumes, which would result in a value that is not relevant for scope 3. This category is not relevant for Raízen, since it should take into account the production of fuel packaging, which is not a material issue for the company, according to the materiality of the year 2022. In other words, it is not a topic

		relevant to the company's stakeholders.
Use of sold products	40,098,256.832	The methodology takes into account Raízen's 3 main products (diesel, gasoline and ethanol), considering only customers who end use the products, for Brazil, Argentina and Paraguay. It uses the methodology proposed by the GHG Protocol and the factors used were the IPCC 2013 GWP.
End of life treatment of sold products	-	This category does not apply to the company's products, as their consumption is already characterized as the end of life for each one (burning of fuel and consumption of sugar and energy).
Downstream leased assets	-	These category does not apply to the company as it is not leasing assets to third parties.
Franchises	69.86	These emissions are related to the average consumption of electricity by Raízen franchises, following the methodology proposed in the GHG Protocol and using the emission factor provided by the Ministry of Science, Technology and Innovation (MCTI).
Investments	-	Does not apply to the scope of the company.
Other upstream	-	Does not apply to the scope of the company.
Other downstream	-	Does not apply to the scope of the company.

Lobbying and Trade Associations – Climate Alignment

As producers of sugarcane and its derivatives, we recognize the strategic role of bioenergy in global decarbonization and in achieving the goals of the Paris Agreement. We understand that our contribution goes beyond renewable energy production, and includes supporting policymakers in the development of public policies that enable a low-carbon economy. The success of the Paris Agreement depends on national and international regulations that point in this direction.

In this context, we believe our greatest contribution is to advocate for carbon pricing mechanisms in Brazil and internationally. This approach has guided our engagement with policymakers and industry associations.

Packaging Commitment

Packaging Management in Raízen Operations

Raízen is an integrated company operating in two major sectors: sugar and ethanol production, and mobility, which includes lubricants and fuel distribution. Both ethanol production and fuel distribution do not involve packaging, as transportation and delivery are carried out via tanker trucks. The sugar and lubricants businesses do use packaging, representing approximately 14% and 0.5% of the company's revenue, respectively.

Sugar

In the sugar operation, Raízen uses Big Bags made of non-toxic polypropylene, with a lifespan of up to five years. These packages are considered company assets and operate under a formal reverse logistics system, with contractual clauses requiring customer return within 40 days. After use, the Big Bags undergo rigorous cleaning and maintenance processes, as per the contracted technical scope, including washing with ANVISA-approved products, drying in a controlled environment, thorough inspection, and repairs according to technical criteria defined in standard TB.GE.0027. Color-coded classification enables traceability and clear definition of packaging destinations (reuse, internal use, or disposal). Damaged packages are segregated and responsibly discarded, and the process is monitored through a monthly control plan. These practices demonstrate the company's commitment to packaging sustainability, food safety, and regulatory compliance, as well as effective resource allocation for technical and sustainable solutions.

Lubricants

In the lubricants operation, Raízen uses different types of packaging depending on volume: plastic (1L, 4L, 20L), metal (pails), and plastic IBCs for larger volumes. IBCs are reused through washing, while metal pails are retained and discarded by customers. Plastic packaging is made of HDPE, with one supplier already implementing up to 20% recycled plastic in its composition, and the 1L packaging already using recycled content. The company participates in Instituto Jogue Limpo, a sector initiative that ensures proper collection and disposal of packaging and used oil, with collection points and public reporting. Although Raízen does not directly produce the packaging, there is active pressure on suppliers to adopt sustainable practices, with internal targets focused on continuous improvement. Suppliers are mostly multinational companies with established environmental policies, and carbon footprint audits are available as additional evidence. The company acknowledges the technical and

economic challenges of using recycled plastic in packaging but remains committed to the sustainable evolution of the supply chain.

The use of packaging in the lubricants business follows the division presented below:

Packaging Type	Packaging Material	Total Packaging (#)	Total Packaging (%)
1L Bottle	Plastic	29,646,829.00	92.10%
Pail	Plastic	2,267,028.00	7.00%
Pail	Metal	225,366.00	0.70%
IBCs	Plastic	60,289.00	0.20%

Note: The table provides an overview that does not include pot containers and 0.5L and 4L bottles. These represent a significantly smaller volume of the packaging used.

The table below presents information regarding 1L plastic bottles, which account for over 90% of the plastic packaging used by the company. The data refers to the lubricants business, an operation that uses plastic packaging as detailed above.

Although Raízen does not directly produce the packaging, there is active pressure on suppliers to adopt sustainable practices, with internal targets focused on continuous improvement. For the 1L bottles, significant progress has been made since 2021 in implementing the use of PCR (Post-Consumer Recycled Plastic) in the composition of plastic packaging. Implementation was gradual, based on variations in plastic color, starting with a composition of 25% of the total packaging volume and reaching 51% in 2025.

	FY 2023	FY 2024
A. Total weight (tonnes) of all plastic packaging	0.0343	0.0366
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	100	100
C. Percentage of compostable plastic packaging (as a % of the total weight of all plastic packaging)	0	0
D. Percentage of recycled content within the company's plastic packaging (as a % of the total weight of all plastic packaging)	42	42
Coverage	0.8	0.8

Note: Coverage is being calculated based on the percentage of revenue from the lubricants business relative to the company's total revenue. Data prior to fiscal year 2023 is not available, as the Lubricants operation became part of Raízen S.A. starting in fiscal year 2023.

Food Loss & Waste Commitment

Raízen, through its Ethanol, Sugar, and Biogas business, has a structured approach to monitor and minimize food loss and waste in its sugar production process. As sugar is a food product, the company applies strict controls across all stages of production to ensure efficiency and sustainability.

Measurement and Monitoring

Losses are continuously measured as part of Raízen's industrial efficiency indicators. These losses are not in the final sugar form but in the form of soluble solids (sucrose, glucose, and fructose), known as TRS (Total Reducing Sugars). Laboratory analyses determine the percentage of these sugars at different stages of the process, enabling precise monitoring and control. The measurement of losses is the responsibility of the laboratory, which is subject to periodic internal audits along with other operational processes of the bioparks.

Reduction Programs

Raízen implements operational practices to minimize losses during key stages such as juice extraction, filtration, evaporation, and crystallization. Continuous improvement initiatives and process optimization are part of the company's industrial management strategy to reduce waste and improve yield.

Circularity and Alternative Uses for Residual Sugars

Raízen prioritizes circularity in its sugar and ethanol production, ensuring that losses are not discarded but transformed into valuable subproducts for other production stages.

Alternative Uses for Residual Sugars

The company ensures that residual sugars are not discarded but redirected for alternative uses:

- Bagasse (with residual sugars) is used for steam generation in boilers, production of second-generation ethanol, or sold to external customers.
- Filter cake is returned to sugarcane fields as fertilizer.
- Water from evaporation and cooking is reused for irrigation.
- Final molasses is used for ethanol production or sold to other units.
- Losses during storage and transport are recovered and either reintroduced into the process or sold as VHP sugar.

Targets and Timeline

Raízen has established measurable, time-bound targets to improve industrial efficiency and reduce food loss and waste across its operations, with full implementation planned within its strategic sustainability roadmap.

This integrated approach demonstrates Raízen's commitment to reducing food loss and waste, optimizing resource use, and promoting circularity within its operations.

Food Loss & Waste Impact

Volume of losses during the sugar production process:

Food Loss & Waste	FY 2022	FY 2023	FY 2024
Total weight of all food loss & waste (metric tonnes)	636,244.64	638,212.84	627,177.05
Total weight of food loss & waste volumes used for alternative purposes (metric tonnes)	636,244.64	638,212.84	627,177.05
Total food loss & waste discarded (metric tonnes)	0	0	0
Data coverage ¹	11.8%	14.0%	14.4%

¹Data coverage is measured as the % of the net operational revenue represented by the sugar business in the company's total net operational revenue.

Waste Management Programs

We have a structured internal procedure for waste management, overseen by a multidisciplinary team. Performance is monitored through the Environmental Performance Indicator (IDA), which includes quantified targets for Class I and II waste, based on the amount of sugarcane processed. Targets are defined based on the previous harvest's performance, with reduction goals of 1% (target) and 3% (exceeding), and are tracked monthly.

In addition, we conduct specific waste inspections to identify continuous improvement opportunities and promote awareness campaigns and internal training to engage employees in reducing waste generation.

We invest in circular economy solutions, such as the reuse of by-products: sugarcane bagasse is used for bioenergy generation, filter cake and boiler ash are applied in mixtures for fertilization and soil correction, and vinasse is used in fertigation, reducing the use of mineral fertilizers.

We maintain structured recycling and recovery programs, with consolidated data presented in the Indicators Booklet (p. 22), which demonstrate landfill waste diversion. In the 24'25 harvest, 26,291 tons of non-hazardous waste and 65 tons of

hazardous waste were properly disposed of. Information about our waste management practices is publicly disclosed in the 24'25 Integrated Report, available on our institutional website.

Waste Disposal

Waste Disposal	Unit	2021	2022	2023	2024 ¹
Total waste recycled/reused	Metric tonnes	24,684,952	26,362,634	25,895,006	2,846,934.00
Total waste disposed	Metric tonnes	8,460.98	8,060	9,893	6,945.00
Waste landfilled	Metric tonnes	2,289.66	5,462	1,201	6,210.00
Waste incinerated with energy recovery	Metric tonnes	0	0	0	0
Waste incinerated without energy recovery	Metric tonnes	0	0	0	0
Waste otherwise disposed	Metric tonnes	6,171.32	2,598	4,192	735.00
Waste with unknown disposal method	Metric tonnes	0	0	4,500	0
Data coverage (as % of denominator)	Percentage of operations	100%	100%	100%	100%

¹With the recalculation of the types of waste that were previously not monitored, the total figures showed a significant increase this year.

Energy Consumption

Total energy consumption	Unit	2020	2021	2022	2023	2024
Total non-renewable energy consumption	MWh	5,495,561.96	6,046,261.94	6,336,249.46	6,564,535.43	6,703,283.79
Total renewable energy consumption	MWh	43,474,347.54	33,027,023.74	51,738,024.96	58,260,228.85	55,427,605.79
Data coverage (as % of denominator)	percentage of: Operations	100%	100%	100%	100%	100%

Raw Materials Policy & Programs

Raízen has a clear commitment to the sustainable use of sugarcane, the main raw material in the production of sugar and ethanol. Through the Elos Raízen program, the company promotes continuous improvement across its supply chain, focusing on minimizing socio-environmental impacts, respecting human rights, and adopting best agricultural practices. The program includes technical assessments, personalized guidance, on-site visits to properties, and evaluations conducted by independent third parties such as Imaflora. Elos reports directly to the executive leadership, highlighting the company's institutional commitment to sustainability.

Additionally, Raízen adopts the Bonsucro certification as its international sustainability standard, which prohibits sugarcane cultivation in High Conservation Value (HCV) areas converted after January 1, 2008. This practice ensures that raw materials do not originate from regions with critical environmental or biodiversity significance. Sugarcane traceability is guaranteed through control systems and certifications, and the company sets internal targets to increase the percentage of areas covered by the Elos program and Bonsucro certification.

In the 24'25 harvest season, 100% of suppliers were covered by the Elos program, while 89% of the company's own areas were already Bonsucro certified. Through the Elos Program, Raízen also conducts training with internal stakeholders and maintains partnerships with organizations such as Imaflora and Solidaridad, strengthening engagement with sustainable agricultural practices. Progress is publicly reported through the Elos Program and Sustainability Reports, reinforcing

transparency and the commitment to third-party verified raw materials.

Biodiversity Risk Assessment

Biodiversity Risk Assessment at Raízen

Raízen adopts a structured and proactive approach to identifying and assessing biodiversity-related risks, aligned with the company's environmental governance practices. Management is decentralized but integrated into processes such as water management, regenerative agriculture, and socio-environmental conservation, based on internationally recognized certifications and programs.

1. Dependency-related biodiversity risks considered in risk assessment

The company considers in its risk assessments its dependencies on essential ecosystem services, such as water availability and soil fertility. These dependencies are integrated into the risk management process, which uses the COSO framework as a reference. Through tools such as the WRI Aqueduct and maturity assessments/certifications like Bonsucro and ISCC, risk scenarios are analyzed, guiding operational and investment decisions.

In addition, the Environmental Management Plan (PGA) implemented at certified units includes actions aimed at biodiversity conservation, soil management, and water management, highlighting the interdependence between ecosystem services and Raízen's agricultural operations.

2. Adjacent areas to own operations

Raízen takes into account the ecological characteristics of areas adjacent to its operations, such as conservation units and water bodies. Through geographic traceability and geospatial analysis, the company monitors its sugarcane supply areas, assessing potential vegetation conversions and indirect impacts such as habitat fragmentation.

High Conservation Value (HCV) area studies are carried out at all units, identifying relevant social and environmental attributes and proposing preservation measures, such as fire prevention, educational campaigns, and wildlife monitoring.

3. Own operations

The direct impacts of Raízen's operations, such as land-use changes and emissions, are managed through mitigation plans and continuous monitoring. Our sugarcane cultivation comes from already consolidated areas in compliance with the Forest Code. In addition, certifications such as Bonsucro and ISCC, of which Raízen is a member, prohibit the conversion of natural vegetation after 2008.

Furthermore, integrated pest management prioritizes the use of biological products and advanced technologies such as drones and sensors, reducing impacts on fauna and flora. Industrial residues are reused as fertilizers, in compliance with environmental standards, contributing to soil regeneration and biodiversity conservation.

4. The company publicly reports on the scope of our biodiversity risk assessment

Raízen discloses the scope of its biodiversity-related risk assessments through public reports, such as the Sustainability Report (e.g., GRI 304-2, 11.4.3, 13.3.3). These documents detail the geographic scope, operational boundaries, and topics addressed in the assessments, including, but not limited to, sustainable agricultural practices.

Social Dimension

Workforce Breakdown: Gender

Diversity Indicator	Percentage (0 - 100 %)	Target	Year
Share of women in total workforce (as % of total workforce)	21.35%	-	-
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	30.14%	30%	2025
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	32.49%	-	-
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	25%		
Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	28.71%		
Share of women in STEM-related positions (as % of total STEM positions)	31.53%		

Workforce Breakdown: Race/ Ethnicity & Nationality

Race	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
Asian	0.55	1.64
White	47.47	77.81
Indigenous	0.33	0.32

Mixed Race	39.58	15.89
Not Disclosed	5.19	1.43
Black	6.88	2.91

Freedom of Association

Freedom of Association	Percentage (0 - 100 %)
% of employees represented by an independent trade union or covered by collective bargaining agreements	100%

Training & Development Inputs

	2023	2024
Average hours per FTE of training and development	81.13	67.1
Average amount spent per FTE on training and development	657.61	559.57
Currency: BRL – Brazilian Real		

Employee Development Programs

	Program 1	Program 2
Name & Description of the program	SER+ and SER+ Sustentável	Layoff Program

Description of program objective/business benefits	The SER+ Program is a lean philosophy employee training program that promotes a way of thinking and producing, based on the Lean philosophy and supported by Raízen Culture, that promotes the building of a continuous improvement culture, bringing more efficiency to processes, long-term results, and creating a safer environment. We aim to be safer, quality-focused, efficient, economical, cost-effective.	The Lay Off Program was designed according to the premises of temporary suspension of the employment contract and is used to retain the workforce in case of reduced demand (harvest/off-season). The program tends to last from 2 to 5 months (from November 2023 to March 2024), and participants from the Agricultural, Industrial, and Automotive and Industrial Maintenance areas are dedicated to the training process, with various courses aimed at their professional development.
Quantitative impact of business benefits (monetary or non-monetary),	Through the program, we conducted over 380,000 hours of training, impacting approximately 35,000 employees. Additionally, some of the results were: a 58% reduction in the Incident Frequency Rate (IFR); in the agricultural sector, through the Raízen Continuous Harvest Method (CCR), the elimination of reverse maneuvers, achieving zero accidents in certified fronts. Furthermore, we made significant progress in reducing waste through the implementation of over 70,000 improvement ideas and 1,900 projects.	In this edition, we had 1,400 participants, totaling approximately 117,000 hours of training offered, with an average skills improvement of 45%, including a strong emphasis on digital inclusion.
% of FTEs participating in the program	77%	3%

Hiring

	2020	2021	2022	2023	2024
Total number of new employee hires	4,282	3,612	12,973	7,959	7,036
Percentage of open positions filled by internal candidates (internal hires)	8%	6.09%	3.11%	2.57%	48% ¹
Average hiring cost/FTE	R\$ 1,480	R\$ 485	R\$ 297	R\$ 1,061.76	R\$ 2,214.95
Currency: BRL – Brazilian Real					

¹Due to a change in methodology, Raízen started counting all internal hires, not only those who go through its hiring platform Gupy.

Type of Performance Appraisal

Description	Characteristics
Type of individual performance management appraisals	Management by Objectives Behavioral Contributions (e.g., 360-Degree Feedback)
Performance Appraisal Frequency	Annually

Raízen's People Management Cycle is structured into two key phases: the performance phase and the development phase.

The cycle aims to strengthen behaviors, align objectives, and enhance productivity and engagement. Through quality conversations, we seek to foster employee development by recognizing and valuing their contributions to the organization's success.

In the performance phase, two pillars are considered: behavioral evaluation — based on feedback from peers, leaders, and teams — and results assessment, which takes into account individual and collective goals, as well as aspects such as impact, context, reprioritizations, and the employee's role in achieving outcomes.

The development phase encourages self-reflection on career, future mobility, and past experiences, complemented by a 360 assessment that gathers insights from other employees about behaviors aligned with the company culture. This exercise serves as the foundation for development conversations and the creation of

individual development plans.

Throughout the cycle, we emphasize the importance of conversations, with four formal checkpoints: goal setting, performance feedback, goal review, and development planning. We also offer a continuous feedback system, available year-round, to encourage ongoing exchanges beyond formal moments.

Employee Turnover Rate

	2020	2021	2022	2023	2024
Total employee turnover rate	21.66%	27%	25.32%	18.74%	24.4%
Voluntary employee turnover rate	12.08%	25%	6.68%	12.41%	8.5%
Data coverage (as % of all FTEs globally)	100%	100%	100%	100%	100%

Employee Support Programs

Raízen has a remote work policy that establishes guidelines and procedures related to the company's remote work model. Raízen's remote type of work is optional and authorizes the employee to carry out the activities on a specific amount of days of the week outside the Company's facilities. Remote work may be interrupted if the company needs an employee to work at their facilities.

These initiatives reflect our ongoing commitment to the health and well-being of our employees, promoting a healthy and balanced work environment. With comprehensive programs that address the physical, mental, financial, and social needs of our employees, we aim to create a culture of care and support within Raízen.

Raízen actively promotes the inclusion of young apprentices through structured contracts that offer reduced working hours, ranging from 20 to 30 hours per week. These arrangements are defined according to the type of contract and location, and are designed to ensure a balanced integration of theoretical training and practical experience. This approach reflects the company's commitment to fostering professional development while respecting the educational needs and personal growth of young talent.

Raízen has established a Childcare and Companion Assistance policy, which defines criteria for granting benefits aimed at supporting motherhood and child care. Through this policy, female employees and apprentices with children are eligible for Childcare Assistance and Companion Assistance, both provided as monthly reimbursements upon proof of expenses. The Companion Assistance benefit, in particular, allows the employee to hire a person responsible for the child's care, enhancing family support

and enabling the balance between professional responsibilities and childcare, including situations that require special attention to the child's health or well-being.

Trend of Employee Wellbeing

We conduct Raízen Radar twice yearly, a pulse survey that ascertains employees' insights and helps define goals for the next half. The survey is only completed by professionals who have been with us for more than three months, and they have the option to respond anonymously. In the last cycle, 74% of eligible employees participated in Raízen Radar, with a total of 29,265 respondents. Our survey aims to evaluate our employees' perceptions in relation to five dimensions: Connection with the company, Environment, Leadership, Career and Recognition, Culture.

Fatalities

Fatalities	2021	2022	2023	2024
Employees	0	1	1	3
Contractors	0	1	0	1

Lost-Time Injury Frequency Rate (LTIFR) - Employees

LTIFR	Currency	2021	2022	2023	2024
Employees LTIFR	LTIFR (n/million hours worked)	0.31	0.19	0.22	0.31
Data coverage(as % of employees, operations or revenues)	percentage of: Employees	100%	100%	100%	100%

Lost-Time Injury Frequency Rate (LTIFR) - Contractors

LTIFR	Unit	2021	2022	2023	2024
Contractors LTIFR	LTIFR (n/million hours worked)	0	0.18	0.1	0.18

Data coverage(as % of employees, operations or revenues)	percentage of: Contractors	100%	100%	100%	100%
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Procedures for hazard identification and risk assessment

We have an Occupational Risk Management model that's established through a set of guidelines and criteria to be followed by Raizen in the process of identifying, assessing, and monitoring significant occupational risks that may originate at work, in order to avoid, minimize, or control such risks in all phases of the Company's activity, considering the provisions of the Regulatory Standards and other legal requirements of health and safety at work.

The GRO must be fully implemented by all the Company's units, and may be developed by segment, line of business, location/establishment, sector or activity and presented to the contracted companies and service providers.

Online Strategies & Customer Services

COnline is a digital platform developed by Raizen with the goal of being the main interface between the company and its clients, especially fuel station **owners**. Through the platform, users can purchase products such as fuels and lubricants, redeem benefits by exchanging points, monitor the operational status of their stations, manage and view economic performance, as well as open support tickets and maintain direct contact with the customer service team for clarifications and access to relevant information for business management and success.

The platform also offers features such as price inquiries, invoice issuance, credit application, and order tracking, making it an essential tool for Raizen's partners in their daily operations.

It is important to highlight that the figures below refer specifically to the fuel business, which accounted for approximately 76% of the company's total revenue in the 24'25 harvest season. Therefore, these figures should be considered within this scope and not as representative of the company's entire customer base or total revenue.

% of customers using the company's online solutions

	21'22 Cropyear	22'23 Cropyear	23'24 Cropyear	24'25 Cropyear	24'25 Cropyear Target
% of total customers using company's online services solutions/sales platform	N/A	97.7%	97.6%	98.2%	95%

	21'22 Cropyear	22'23 Cropyear	23'24 Cropyear	24'25 Cropyear	24'25 Cropyear Target
% of revenues generated online	N/A	92.4%	92.4%	95.3%	N/A

Customer Satisfaction Management

Raízen systematically monitors customer satisfaction in the fuels segment through the Index 5 composition, which evaluates the customer's entire journey with the company. This index considers aspects such as logistics, loading terminal, billing, customer service, commercial team performance, and the overall relationship with Raízen as a supplier. The results from the last four harvests demonstrate a high level of satisfaction: 96.76% in 21'22, 96.59% in 22'23, 95.92% in 23'24, and 96.19% in 24'25.

Satisfaction measurement	21'22 Cropyear	22'23 Cropyear	23'24 Cropyear	24'25 Cropyear	24'25 Target
Satisfaction measurement	96.76%	96.59%	95.92%	96.19%	95%
Data coverage ¹ :	84.38%	82.48%	78.29%	76.02%	

¹ Data coverage reflects the percentage of the company's total revenue that originates from fuel distribution activities.

Privacy Policy

Raízen has a robust and structured Privacy Program, with internal and external policies covering all company operations, including suppliers and third parties. The Internal Privacy Policy (PLT.33) and the Information Security Policy (PLT.01) establish clear guidelines on data collection, use, storage, disposal, and data subject rights, in compliance with LGPD and international standards. The topic is managed by the Compliance Department, with a dedicated team and direct contact channel (dpوراizen@raizen.com), as well as the use of the DPO Net system for governance and monitoring. The policy is integrated into the corporate risk and compliance system and includes regular internal and external audits, including those conducted by shareholders. In case of breach, specific disciplinary measures are applied as provided in the policies and the Code of Conduct. Raízen also ensures transparency to data subjects through channels such as the Shell Box app and its privacy notices, reinforcing the institutional commitment to personal data protection.

Customer Privacy Information

Raízen informs its customers and consumers about privacy protection issues through public and institutional policies that detail the nature of the data collected—such as identification, sensitive, professional, and browsing data—and their purposes, which include business operations, legal compliance, communication, and customer prospecting. The company adopts prior consent practices (opt-in) and allows revocation (opt-out), while ensuring data subjects can exercise their rights

under the LGPD, including access, correction, deletion, portability, and information about third-party sharing. Data is stored only for the necessary period to fulfill legal or contractual purposes and is protected by robust technical and organizational measures, including encryption, access control, system monitoring, and employee training. Data sharing occurs with partners, service providers, regulatory bodies, and companies within the same economic group, always under contractual clauses ensuring confidentiality and security. The company also foresees the use of data for secondary purposes, such as commercial prospecting, with specific consent, although the percentage of customers affected by such use is not yet publicly reported.